MKTG814

Managing Customer Relationships

S1 Day 2017

Dept of Marketing and Management

Contents

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General Information

Unit convenor and teaching staff
Unit Convenor
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Contact via con.korkofingas@mq.edu.au
E4A-629
Monday 12 - 2 pm

June Buchanan
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Credit points
4

Prerequisites
BUS651 or MKTG696 or BUS827

Corequisites

Co-badged status

Unit description
The area of customer relationship management (CRM) has become an increasingly important area for most organisations as they operate in increasingly competitive environments where they must attract, retain and develop customers. This unit will develop students' understanding of the concept of CRM; promote a deeper understanding of the process of CRM; and encourage students to become sensitive to the value of developing deep relationships with customers and the value of these relationships in the long term success of any business.

Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at https://www.mq.edu.au/study/calendar-of-dates

Learning Outcomes

On successful completion of this unit, you will be able to:

Understand the need to consider CRM as an enterprise wide strategic program that requires management of organisational culture and competencies, business processes and technology.

Understand the critical need to place the customer and their experience at the centre of

an organisations focus when implementing CRM

Understand the critical role of group processes and synergies in determining the quality of group project output and overall learning outcomes

Assessment Tasks

Name	Weighting	Hurdle	Due
1. Class Test	20%	No	Week 5 (27/3)
2. Group Report	40%	No	Weeks 7,12 (10/4, 29/5)
3. Case Study Report	40%	No	Week 13 (5/6)

1. Class Test

Due: **Week 5 (27/3)**
Weighting: **20%**

There will be one class test in week 5 (Monday 27th March) held between 3 and 4 pm. The quiz will be of one hour duration and will consist of multiple choice questions and short answer questions. The quiz will cover all material from weeks 1-4 (inclusive) of the semester.

There will be no provision for re-sits of the class test. Students who miss the class test through **unavoidable circumstances** should submit an application for Disruption of Studies. It is **not automatic that Disruption of Studies will be granted** for the class test.

On successful completion you will be able to:

- Understand the need to consider CRM as an enterprise wide strategic program that requires management of organisational culture and competencies, business processes and technology.
- Understand the critical need to place the customer and their experience at the centre of an organisations focus when implementing CRM

2. Group Report

Due: **Weeks 7,12 (10/4, 29/5)**
Weighting: **40%**

The group report will have both an individual and group component with each component equally weighted (20% each). The individual component (Part 1) will be due in Week 7 and is required to be submitted via Turnitin located on the unit website by 11pm, Monday 10th April (Sydney time). The second component (Part 2) will be a group submission due in Week 12 and is required to be submitted via Turnitin on the unit website by 11pm, Monday 29th May (Sydney time).

Overall, the group report will require groups to identify and examine a component of an

organisation's digital media presence and then analyse how the particular digital media presence connects with the organisation's customer relationship management. The individual component will primarily require each individual student to provide a selected part of a situational analysis of the organisation. The group component will require the group to provide an analysis of the particular digital media tool and its impact on the organisation's CRM.

More details will be given in the early weeks of the semester.

There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that either submission (Part 1 or Part 2) is late (for example, 25 hours late in submission - 20% penalty. The penalties for Part 1 will apply to each individual student's submission while the penalties for Part 2 will apply to all students in the group. The penalty does not apply for cases in which an application for disruption to studies is made an approved. No submissions will be accepted after solutions have peen posted.

On successful completion you will be able to:
- Understand the need to consider CRM as an enterprise wide strategic program that requires management of organisational culture and competencies, business processes and technology.
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3. Case Study Report
Due: **Week 13 (5/6)**
Weighting: **40%**

Students will be provided with 1 or 2 case studies in class in Week 12 of the semester. Students will be asked to read these case studies and undertake research on these case studies. They will then be asked to provide answers in a case study report format to several questions which will be provided in week 13. There will be 4 questions based on the case study or case studies provided. The Case Study Report is to be submitted in Week 13 of the semester by the end of class on Monday 5th June. More details on the Case Study Report will be given later in the semester.

There is no provision for late submission of the Case Study Report. Students who miss the case study report through **unavoidable circumstances** should submit an application for Disruption of Studies.

On successful completion you will be able to:
- Understand the need to consider CRM as an enterprise wide strategic program that requires management of organisational culture and competencies, business processes

and technology.

- Understand the critical need to place the customer and their experience at the centre of an organisations focus when implementing CRM

Delivery and Resources

Classes

- The unit consists of 13 weeks of classes.
- Lectures will be held on Mondays from 3pm-6pm.
- The timetable for classes can be found on the University website at: http://www.timetables.mq.edu.au

Required and Recommended Texts and/or Materials

Prescribed Textbooks:

Buttle, Francis and Maklan Stan "**Customer Relationship Management: Concepts and Technologies**", 3rd Edition (Taylor and Francis, 2015) ISBN: 9781138789838

- Available from the Macquarie University Co-op Bookshop and also available in the Macquarie University library

Other Relevant Texts:

Payne A. and Frow P. (2013). Strategic Customer Management - Integrating Relationship Marketing and CRM. Cambridge University Press

Peelen E. and Beltman R. (2013). Customer Relationship Management. 2nd Edition. Pearson United Kingdom

Technology Used and Required

Technology used in the unit is centred around Internet access to use Macquarie University online learning management system (iLearn), to access course materials such as reading materials, view iLectures and participate in class discussions.

The technology requirements for students to access materials and complete all assessment will be:

- Personal Computer (PC or Mac) or Tablet Computer (iPad or Android)
- Internet access
- Internet browser (Safari, Chrome, Firefox, Internet Explorer)
- Media Player (Quicktime, iTunes, VLC, RealPlayer etc)
- Word Processing software (Word, Pages etc)

- Presentation software (PowerPoint, Keynote etc)

Unit Web Page

Course material is available on the online learning management system (iLearn)

The web page for this unit can be found at: https://ilearn.mq.edu.au/login/MQ/

Teaching and Learning Activities

The unit is taught in a lecture style format - The unit consists of 13 weeks of classes

Specifically, classes may comprise of:

- Lecture presentations
- Class discussions
- Case study discussions
- Group presentations
- Guest lecturer presentations

In order to optimize the value of learning, it is strongly advised to prepare before each class, enthusiastically participate in each class and then reflect on each class. The amount of time spent out of class will vary for each individual, depending on competencies and proficiency in any area. An approximation is between 80-120 hours per unit, which is an average of 8-12 hours per class. Effective learning requires interaction between you, your lecturer and your peers. The better prepared you are before each class the greater the learning value from more focused questions and discussions. In addition, reflecting on what you have learned is an important process for you to confidently apply your newly learned skills. Therefore, in order to gain the most learning value from the synergistic relationship between your support materials and your specific unit material it is highly recommended you follow these steps for each class:

Before Each Class

1. Read the chapters of the prescribed text and any other materials that the lecturer has advised
2. Pre-read the lecture presentation that will be available for download on the unit web page, which can be found at: https://learn.mq.edu.au/
3. Complete any group work that is required for the class

During Each Class

1. Contribute to each session with focused questions and discussions
2. Identify clearly what you learnt and what you may be unsure of from the class
3. Ask your lecturer about any questions or problems from the current or any previous classes
4. Ensure that you understand what is required of you for the next class

After Each Class

1. Review the content covered in the class

2. Identify clearly what you learnt and what you may be unsure of from the class and try to resolve anything that you are unsure of

3. Prepare for the next class, such as reading the relevant chapters from the prescribed text, or any other materials such as articles or case studies

4. Try to work on assessment tasks after the class, when concepts, theories and current issues from the class are fresh in your mind

Online Materials (iLearn)

The unit also makes use of the online learning management system (iLearn)

 All classes with lectures will also be available on iLearn

 Available on iLearn will be:

- Course notes (lecture slides)
- Articles
- Case studies

Unit Schedule

Week	Title	Activity/Other	Text Ch.
1.	Introduction, CRM overview, CRM History	*No activities this week*	1
2.	**Relationships 1 - Introduction** Understanding Relationships, Bilateral Relationship Theories, Multilateral Relationship Models for the Organisation	**R1** – Relationship Theories	2
3.	**Relationships 2 - Customer Value 1** Needs/Wants, Value, Customer Value Propositions, Segments, Experiences	**R2** – Customer Value, Experiences	6, 7
4.	**Relationships 3** – **Customer Value 2** Customer Satisfaction, Loyalty, Trust, Commitment, Satisfaction/Profit chain	**R3** – Customer Satisfaction, Loyalty	2, References

5.	**Relationships 4** – **Establishing Relationships** CLV, Activity Costing, Non-monetary Relationship Value, Portfolios, Acquisition	*Class Test (20%) Based on Lectures 1-4* *Monday, 27th March 3.00 to 4.00pm*	2, 3, 5
6.	**Relationships 5** – **Progressing Relationships** Customer Engagement, Retention, Development, Termination of Relationships	**R4, R5 –** Customer Retention and Development	4
7.	**Managing CRM 1** – **Organisational Issues** Philosophy, Structures, Virtual Organisations, Key Account Management	**Man CRM 1** Organisational Issues *Group Report Part 1 (Individual Component)* *Due: 11pm, Monday 10th April (Sydney time)*	13
	MID SEMESTER BREAK		
8.	**Managing CRM 2** – **Other Relationships** Networks, Suppliers, Employees	**Man CRM 2** -Other Relationships	13
9.	**Managing CRM 3** –**CRM Technology (General)** Information Technology, Information Systems, Multi-Channels, Warehousing, Integration	**Man CRM 3**– Information Technology	11
10.	**Managing CRM 4** –**CRM Technology (Processes)** Marketing, Service, Sales	**Man CRM 4** –Automation	8, 9, 10
11.	**Managing CRM 5 –** **CRM Technology (Analytics)** Data Mining, Analytics, Digital Communications, Social Media	**Man CRM 5 –** Databases, Analytics	12
12.	**Managing CRM 6 - Implementing and Analysing CRM Projects** CRM benchmarking, Planning, Implementation & Measurement	**Man CRM 5, 6 –** Social Media *Group Report Part 2 (Group Component)* *Due: 11pm, Monday 29th May (Sydney time)*	14, 15

13.	**Case Study Report**	*Case Study/Report 40%* *Due: Monday, 5th June 3.00 – 6.00 pm*

Policies and Procedures

Macquarie University policies and procedures are accessible from Policy Central. Students should be aware of the following policies in particular with regard to Learning and Teaching:

Academic Honesty Policy http://mq.edu.au/policy/docs/academic_honesty/policy.html

Assessment Policy http://mq.edu.au/policy/docs/assessment/policy_2016.html

Grade Appeal Policy http://mq.edu.au/policy/docs/gradeappeal/policy.html

Complaint Management Procedure for Students and Members of the Public http://www.mq.edu.au/policy/docs/complaint_management/procedure.html

Disruption to Studies Policy (in effect until Dec 4th, 2017): http://www.mq.edu.au/policy/docs/disruption_studies/policy.html

Special Consideration Policy (in effect from Dec 4th, 2017): https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policies/special-consideration

In addition, a number of other policies can be found in the Learning and Teaching Category of Policy Central.

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: https://students.mq.edu.au/support/student_conduct/

Results

Results shown in *iLearn*, or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in eStudent. For more information visit ask.mq.edu.au.

Student Support

Macquarie University provides a range of support services for students. For details, visit http://students.mq.edu.au/support/

Learning Skills

Learning Skills (mq.edu.au/learningskills) provides academic writing resources and study strategies to improve your marks and take control of your study.

- Workshops

- StudyWise
- Academic Integrity Module for Students
- Ask a Learning Adviser

Student Services and Support

Students with a disability are encouraged to contact the Disability Service who can provide appropriate help with any issues that arise during their studies.

Student Enquiries

For all student enquiries, visit Student Connect at ask.mq.edu.au

IT Help

For help with University computer systems and technology, visit http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/.

When using the University's IT, you must adhere to the Acceptable Use of IT Resources Policy. The policy applies to all who connect to the MQ network including students.

Graduate Capabilities

PG - Discipline Knowledge and Skills

Our postgraduates will be able to demonstrate a significantly enhanced depth and breadth of knowledge, scholarly understanding, and specific subject content knowledge in their chosen fields.

This graduate capability is supported by:

Learning outcomes

- Understand the need to consider CRM as an enterprise wide strategic program that requires management of organisational culture and competencies, business processes and technology.
- Understand the critical need to place the customer and their experience at the centre of an organisations focus when implementing CRM

Assessment tasks

- 1. Class Test
- 2. Group Report
- 3. Case Study Report

PG - Critical, Analytical and Integrative Thinking

Our postgraduates will be capable of utilising and reflecting on prior knowledge and experience, of applying higher level critical thinking skills, and of integrating and synthesising learning and

knowledge from a range of sources and environments. A characteristic of this form of thinking is the generation of new, professionally oriented knowledge through personal or group-based critique of practice and theory.

This graduate capability is supported by:

Learning outcomes

- Understand the need to consider CRM as an enterprise wide strategic program that requires management of organisational culture and competencies, business processes and technology.
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Assessment tasks

- 1. Class Test
- 2. Group Report
- 3. Case Study Report

PG - Effective Communication

Our postgraduates will be able to communicate effectively and convey their views to different social, cultural, and professional audiences. They will be able to use a variety of technologically supported media to communicate with empathy using a range of written, spoken or visual formats.

This graduate capability is supported by:

Learning outcomes

- Understand the need to consider CRM as an enterprise wide strategic program that requires management of organisational culture and competencies, business processes and technology.
- Understand the critical role of group processes and synergies in determining the quality of group project output and overall learning outcomes

Assessment tasks

- 1. Class Test
- 2. Group Report
- 3. Case Study Report

Changes from Previous Offering

There are a few changes to the assessment structure in this semester's offering of MKTG814:

1. The group project is now worth 40% compared to 30% in the 2016, S1 MKTG814 unit.

2. The group project now has both an individual component and a group component. Each component is worth 20% of the total of 40%.

3. The two sets of submission questions which were worth 20% of the total assessment marks have been deleted.

4. The class test component has increased from 15% to 20% of the total assessment marks.

Global Contexts & Sustainability

- This unit teaches Customer Relationship Management (CRM) principles that can be applied in a global context.
- Sustainability issues are embedded in our discussions of equity, privacy and ethics throughout the progress of this unit

Research and Practice

- This unit gives you opportunities to conduct your own research
- This unit gives you practice in applying research findings in the areas of customer relationship management, customer experience and customer satisfaction in your assignments
- This unit will also rely on research papers and articles from current books, journals and other relevant magazines. Relevant journals are the **Journal of Marketing**, the **Journal of Marketing Management**, the **Journal of Consumer Behaviour** and the **Journal of Customer Satisfaction/Dissatisfaction and Complaining Behaviour**.